

# EMPLOYEE-SUPERVISOR RELATIONSHIP

## Action Planning Guide

Employee-supervisor relationship is the degree to which the quality and impact of supervisory practices affect the workplace, including employee development, recognition, and fostering a welcoming and respectful environment.

OVERALL UNIVERSITY OF IOWA RESULTS	2022	2024	CHANGE
Q2: I receive work feedback regularly	84%	84%	=
Q3: My supervisor's feedback is helpful	85%	86%	+1
Q4: Supervisor acknowledges good work	88%	88%	=
Q5: My prof development is encouraged	84%	82%	-2
Q6: My supervisor treats me with respect	93%	94%	+1
Q7: My supervisor is open to hear concerns	86%	90%	+4

## HOW THIS IMPACTS THE WORKPLACE

- **Enhanced employee satisfaction and morale:** Positive and supportive supervisory relationships.
- **Increased engagement and productivity:** Regular feedback and recognition.
- **Improved professional development and skill enhancement:** Opportunities leading to a more competent and motivated workforce.

# PROBING QUESTIONS

The following questions are intended to be a **starting point for data analysis and discussion** around survey results.

## **REGULAR AND HELPFUL FEEDBACK**

- How frequently do employees receive feedback from their supervisors?
- What types of feedback do employees find most helpful for their development?
- Are there any common themes in the feedback provided by supervisors that could be improved?

## **ACKNOWLEDGEMENT OF WORK**

- How do supervisors currently acknowledge and appreciate employees' contributions?
- What recognition methods are most valued by employees?
- Are there any gaps in the current recognition practices that need to be addressed?

## **ENCOURAGEMENT FOR PROFESSIONAL DEVELOPMENT**

- What specific actions do supervisors take to support employees' growth and skill enhancement?
- Are there any barriers that prevent employees from engaging in professional development, and how can these be overcome?

## **RESPECT AND BELONGING**

- How do employees feel about the level of respect and sense of belonging fostered by their supervisors?
- What examples can you provide where supervisors have successfully created a respectful and welcoming environment?
- Are there any areas where supervisors could improve in treating employees with respect and making everyone feel valued?

## **OPENNESS TO EMPLOYEE CONCERNS**

- How open are supervisors to hearing and addressing employees' concerns?
- What mechanisms are in place for employees to voice their concerns to supervisors?
- How can the process of addressing employee concerns be improved to ensure supervisors are more responsive?

# FIRST STEPS

The following tools and resources are designed to help you **create actionable steps** as you build your action plan.

- ✦ **APPLY THE SITUATION, BEHAVIOR, IMPACT (SBI) MODEL**  
Provide effective feedback that helps employees understand their strengths and areas for development.
- ✦ **START A TEAM RECOGNITION PLAN**  
Use this DIY resource to build a program tailored to your department or team.
- ✦ **ENHANCE OR IMPROVE YOUR ONBOARDING PROCESS**  
Use this information for supervisors to create a more intentional and thorough onboarding process, helping new employees feel connected to the UI community.
- ✦ **PROMOTE TRAINING FOR SUPERVISORS**  
Encourage and support supervisors in your department to participate in synchronous or online training programs provided by Organizational Effectiveness.

# RESOURCES

## Supervisor's Toolbox

Leading and Supervising Resources through Organizational Effectiveness

Leadership Resources at Iowa

Submit a request for consultation with Organizational Effectiveness

Becoming a Manager Your Team Loves (LinkedIn Learning)

Difficult Situations: Solutions for Managers (LinkedIn Learning)